

# The Relationship between Training and Development and Employee Performance of Executive Level Employees in Apparel Organizations

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## Abstract:

Even though, organizations are promoting different training programmes for executive level employees, there is no mechanism to ensure how it impacts to employees' performance. Hence, this study attempts to identify the relationship between training and development and employee performance of executive level employees of Apparel organizations in Sri Lanka. The study was quantitative and a cross-sectional survey where data was collected through a structured questionnaire. Simple random sampling technique was applied to select the sample and the sample consisted of 150 executive level employees. The data was analyzed using correlation and regression analytical tools.

Findings revealed that training and development is positively related to employee performance of executive level employees. Based on the findings, the researchers were recommended that the organization should build a correct and logically substantial mechanism to select the employees who definitely participating to the training program and the organization management should establish a widely spread post-evaluation scheme to evaluate performance of employees.

**Keywords:** Training and Development, Employee Performance, Apparel Industry

## Introduction:

Human capital is one of the major assets for any organization; hence, the role they play towards a company's success cannot be underestimated. As a result, equipping this unique asset through effective training becomes imperative in order to maximize the job performance (Nassazi, 2013). The main objective of every organization is to improve its performance, but it can never be possible without the efficient performance of employees (Imran & Tanveer, 2015).

Job performance is the work-related activities expected of an employee and how well those activities were executed. Job performance reaches a goal or set of goals within a job, role or organization but not the actual consequences of the acts performed within a job. Affirms that job performance is not a single action, but rather a complex activity (Nassazi, 2013). Different managerial experts define performance by using different definitions. Job performance is how well (or poorly) employees perform their job duties compared to expectations for the job (Kennedy, 2009). Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement.

In contributing to the overall goal of the organization, Training and Development (T & D) processes are implemented as this generates benefits not just to the organization but also to the individuals. For the organization, T & D leads to improve profitability while cultivating more positive attitudes toward profit

orientation. For the individuals, T & D improves job knowledge while also helping in identifying with the goals of the organization. T & D is defined as the planned learning experiences that teach employees how to perform current and future jobs (Tahir, Yousafzai, Jan, & Hashim, 2014). T & D and how it impacts the performance of the employees in the business setting have received a significant attention from the previous researchers. Accordingly, this research focused on the T & D and job performance.

However, in the Sri Lankan context there is a little evidence on impact of T & D on employee performance in apparel industry. Wijayasena and Padmasiri (2016) explored factors affect on participation of T & D programmes. Hence, it is apparent that there is a lack of empirical studies in the apparel industries in Sri Lankan context and by doing this the researchers hope to contribute to fill that empirical gap. Accordingly, the purpose of this study is to identify the relationship between T & D and employee performance of executive level employees in Apparel organizations.

### **Research Question:**

What is the relationship between Training and Development and Employee Performance of Executive Level Employees in Apparel Organizations?

### **Objectives of the study:**

1. To examine the relationship between T & D and employee performance.
2. To find the impact of T & D on employee performance
3. To identify the level of performance of employees

### **Literature Review:**

Training has traditionally been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behavior (Robbins & DeCenzo 1998 as cited in Kennedy, 2009). In this context, training involves designing and supporting learning activities that result in a desired level of performance (Kennedy, 2009). Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness and performance at work. Effective trainings convey relevant and useful information that inform employees and develop skills and behaviors that can be transferred back to the workplace (Charnov, 2000 as cited in Kennedy, 2009).

T & D have been defined in several ways by different authors. The main idea that each one of them highlighted in their studies is, the workforce capability enhancement (Imran & Tanveer, 2015). In the field of human resource management, T & D is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development (Harrison 2005 as cited in Kennedy, 2009). In training the focus is current, use of work experiences is low, goal is to gain skills for the present job, and participation is mandatory if initiated while vice versa is applicable for development initiatives. Development is more self-directed and requires self-motivation to explore and find the ways for career and personal advancement (Imran & Tanveer, 2015)

T & D basically deals with the acquisition of understanding, knowhow, techniques and practices. In fact, T & D is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels (Ahmad, Iqbal, Mir, Haider, & Hamad (2014)). Khan (2001) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of T & D is to contribute to the organization's overall goal. T & D describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, T & D has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of T & D as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses and in addition create a corporate culture that supports continual learning (Marmer, 1999 as cited in Kennedy, 2009).

The performance of the workforce is the driving force behind the survival of any business firm. Further, they

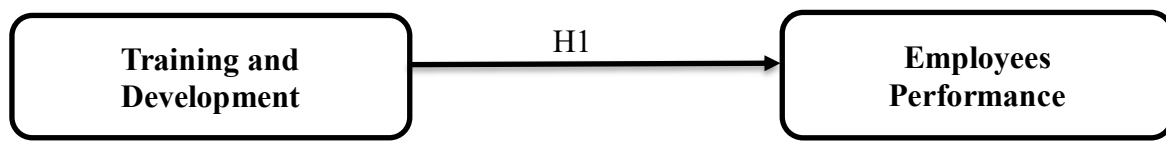
are of the view that well performing employees contribute to the efficiency and success of the organization. So, performance is crucial for organizations and making strategies to improve performance and measuring it time to time a basic step that is to be taken. Without desired performance results, it is of no use continuing to invest in processes and projects (Imran & Tanveer, 2015)

Training is one element of many corporations which is considered when looking to advance of people and to offer promotions. Although, many employees recognize the high value those in management place on T & D, some employees are still reluctant to be trained. T & D offers more than just increased knowledge. It offers the added advantage of networking and drawing from others’ experiences, therefore it is not uncommon to hear excuses regarding why someone has not received training (Choo 2007 as cited in Imran & Tanveer, 2015).

**Conceptual Framework:**

Based on the research literature, researchers recognized T & D as one of the major determinants of employee’s performance. According to literature, Training and Development was considered as independent variable and employee performance was considered as dependent variable. To implement the study following conceptual framework is suggested (see Figure 3.1).

**Figure: 1 Conceptual Framework:**



Source: Author

**Methodology:**

Based on the purpose of the study quantitative research was selected and a few leading Apparel organizations were selected to carry out the study. This study is a cross-sectional study as data was gathered just once. The researcher used scientific method to conduct the study; hence, the study is based on positivism.

Target population of this study was executive level employees in a few leading companies in apparel industry. 500 executive level employees in a few leading companies were considered as a population and 30% of executive level employees were selected to the sample. Therefore, to carry out the study 150 executive level employees who are working in Apparel companies were selected by using simple random sampling method. A standard questionnaire was used to collect data. Data was analyzed through SPSS 20.0 version and further used multiple regression and correlation analysis to analyze data.

**Data analysis:**

**Table 1: Model Summary of Regression:**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .714 <sup>a</sup> | .510     | .505              | .55045                     |

a. Predictors: (Constant), Training and Development

Source: Survey data, 2016

**Table 2: ANOVA:**

| Model |            | Sum of Squares | Mean Square | F      | Sig.              |
|-------|------------|----------------|-------------|--------|-------------------|
| 1     | Regression | 29.043         | 29.043      | 95.853 | .000 <sup>b</sup> |
|       | Residual   | 27.876         | .303        |        |                   |
|       | Total      | 56.919         |             |        |                   |

Source: Survey data

**Table 3: Coefficients:**

| Model |                          | Unstandardized Coefficients |            | Standardized         | T     | Sig. |
|-------|--------------------------|-----------------------------|------------|----------------------|-------|------|
|       |                          | B                           | Std. Error | Coefficients<br>Beta |       |      |
| 1     | (Constant)               | 1.092                       | .300       |                      | 3.644 | .000 |
|       | Training and Development | .708                        | .072       | .714                 | 9.790 | .000 |

a. Dependent Variable: Employee Performance

Source: Survey data

According to above tables, regression equation of employee performance of executive level employees is;  $Y = 1.092 + .708X$  (Y = Employee performance, X = T & D)

The B value of equation, the gradient of the regression is .708, which is significant at 1% (sig value = .000). As indicated by R squared 51% of the variance of employee performance is explained by T & D with the standardized beta of .714. According to these results it shows that there is a significant impact of Training and Development on Employee Performance.

After that, to examine the relationship between independent variable and dependent variable a scatter plot was constructed. According to scatter plot there was linear relationship between training & development and employee relationship. Hence, Pearson correlation coefficient was used to test the relative strength of this linear relationship.

**Table 4: Correlations:**

|                          |                     | Training and Development | and Employee Performance |
|--------------------------|---------------------|--------------------------|--------------------------|
| Training and Development | Pearson Correlation | 1                        | .714**                   |
|                          | Sig. (2-tailed)     |                          | .000                     |
|                          | N                   | 150                      | 150                      |
| Employee Performance     | Pearson Correlation | .714**                   | 1                        |
|                          | Sig. (2-tailed)     | .000                     |                          |
|                          | N                   | 150                      | 150                      |

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data

Pearson’s correlation was used to test the hypothesis. For the hypothesis testing, desired level of significance is 0.01. As the alternative hypothesis is in non-directional, 2-tailed test was applied. Pearson Correlation Coefficient between the two variables is .714, which is positive. This result shows that there is strong positive relationship between Training & Development and Employee Performance. The found relationship is statistically significant as correlation is significant at 0.01 level (2-tailed). In addition, p value is less than 0.01

level of significance. Correlation coefficient is significant at 0.01 level as sig (2-tailed) is less than 0.01 which is 0.000. Therefore, it can be statistically claimed that there is a significant relationship between these two variables since the data was supported to the hypothesis that there is a significant relationship between Training & Development and Employee Performance of executive level employees in the apparel industry in Sri Lanka.

### **Findings:**

Data analyses reveal that the correlation between T & D and employee performance was .714, which are significant at 0.000 level. According to the results of Pearson's correlation analysis, it was found that T & D were positively and strongly correlated with employee performance of executive level employees in the apparel industry in Sri Lanka. Hence there are statistical evidences to support to accept the hypotheses formulated for the study. The hypothesis was: There is a significant relationship between Training & Development and Employee Performance of executive level employees in the apparel industry in Sri Lanka. It was confirmed that T & D has a positive and strong relationship with employee performance of executive level employees in the apparel industry in Sri Lanka.

Regression analysis revealed that 51% of the variance of employee performance is explained by T & D. According to results, there is a significant impact of T & D on Employee Performance.

Discussing the level of employee performance of the executive level employees in the Apparel industry in Sri Lanka, it was found that they have a favorable level of employee performance with the mean of 3.974 and standard deviation of .782. Eventually, it was found that T & D is highly impact on level of employee performance of executive level employees in the apparel industry in Sri Lanka. The un-standardized value of the mentioned table illustrates obviously that independent variable Training and Development has a positive impact on Employees Performance. As indicated by the empirical data, performance of executive employees in the Apparel industry in Sri Lanka depended on the T & D. The level of T & D in the Apparel industry in Sri Lanka is favorable while the employee performance of executive level employees in the Apparel industry in Sri Lanka is was high.

### **Recommendations:**

The organization should build a correct and logically substantial mechanism to select the employees who definitely participating to the training program. Management need to be established a widely spread evaluation scheme to enhance performance of employees according to the organization objectives. Further, recommend that offer training programs based on training need which identified through regular performance appraisal review. At the talking about T & D, these key important concepts should be conducting to build up career developments of organization employees.

### **Conclusion:**

The purpose of this study was to explore the relationship between T & D and employee performance among the executive level employees in Apparel organizations. Based on the theoretical information, conceptual framework was developed in order to test the relationship between T & D and employee performance. According to the findings, it is proved that there is a strong positive relationship between the T & D and the executive level employees' performance in the Apparel industry in Sri Lanka. Findings proved that there is a positive relationship between T & D and employee performance of executive level employees.

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